

# **TOWN OF LAUDERDALE-BY-THE-SEA**

## **TOWN COMMISSION**

### **SPECIAL ROUNDTABLE MEETING**

#### **MINUTES**

Jarvis Hall

***4505 Ocean Drive***

***Tuesday, December 4, 2012***

***6:30 P.M.***

#### **1. CALL TO ORDER, MAYOR ROSEANN MINNET**

Mayor Roseann Minnet called the meeting to order at 6:30 p.m. Also present were Vice Mayor Scot Sasser, Commissioner Mark Brown, Commissioner Stuart Dodd, Commissioner Chris Vincent, Town Attorney Susan L. Trevarthen, Town Manager Connie Hoffmann and Town Clerk June White.

#### **2. ITEMS FOR DISCUSSION**

- a. Discussion of Goals and Tasks Under the Strategic Theme of "Protect & Enhance the LBTS Small Town Way of Life"

Mayor Minnet noted for the record there were no members of the public present. She thanked staff for doing a great job on the subject document, and it made the whole Commission look very good.

Town Manager Hoffmann stated the backup referenced two of the strategic themes, and each theme contained goals, under which objectives were listed and, at times, specific tasks. She noting anything that came directly from the Town's Comprehensive Plan was highlighted with green notes, and anything from the Master Plan was highlighted with yellow. She proceeded to review the goals with the Commission.

- Goal #1: Protect the single-family neighborhoods from negative impacts of adjacent commercial development or redevelopment (Comprehensive Plan objectives)

Town Manager Hoffmann stated the above goal came under the theme of "Protect and enhance the Lauderdale-By-The-Sea small seaside village way of life."

Vice Mayor Sasser commented, with any strategy, it was important to maintain focus over time, and one thing that struck him in reading the subject document was it contained a large number of things. At some point, there would be a need to prioritize. Because a goal did not make it into the strategy, did not mean it lacked importance.

The Commission needed to decide if a stated goal was one it wished to maintain focus on. He thought the subject goal was good to have but questioned what the Town could do to achieve that goal; it might be one the Commission believed in but might not be one they could be tasked with.

Town Attorney Trevarthen believed the kinds of things the Commission and staff could do for this kind of goal was to examine the interaction between the commercial and residential uses along, for example, north and south Commercial Boulevard. Another issue was traffic calming and impact to residential streets, as well as noise impacts.

Commissioner Brown echoed views similar to Vice Mayor Sasser, stating he hoped to determine which goals should be the Town's priorities in the next fiscal year.

Town Manager Hoffmann hoped after the meeting she would have some sense of which of the listed goals the Commission visualized happening in the current and next fiscal year, as this would help her focus staff efforts and plan the budget.

Mayor Minnet agreed with going through the goals, noting their numeric order was not indicative of their importance in the strategy. With goal one, it was important to maintain that balance between residential and commercial uses.

Commissioner Vincent commented there were no plans to change what the Town was and would continue to be, and the backing up of commercial uses with residential uses happened only on Basin and Harbor, a few on south end of Sea Grape, and a few areas on Commercial Boulevard. Not much would change other than the aesthetics and how those were maintained; this was where the focus was on enforcing the right codes and ordinances.

Vice Mayor Sasser concurred, commenting the issue of height limits should be included in the strategy in some way, as it was necessary to determine the effects of any changes to the Town's height limits. As items came before the Commission for approval, members of the dais should ask themselves before voting how the matter fit into the Town's strategy.

Mayor Minnet agreed. She received a Commission consensus to leave goal one in the strategy.

- Goal #2: Support neighborhood's efforts to preserve their identity and quality of life.  
Objective- Provide a minimum of one neighborhood improvement grant per fiscal year for the next five years.

Mayor Minnet observed the Town was already doing the first objective.

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Commissioner Brown did not support the idea of locking in a specific number of years. With at least 75 percent of the Town's residents living in condominiums along A1A, the Town did not really have a neighborhood environment. He preferred language that kept the objective more general, such as continue to provide neighborhood improvement grants where the communities desired them and where Town staff thought they were justified.

Commissioner Vincent had a different interpretation of this objective as it implied the opportunity was available at a minimum of one per fiscal year on a first come first serve basis.

Town Manager Hoffmann suggested changing the wording to state the Town would provide the opportunity.

Vice Mayor Sasser agreed but felt the one per year criterion should remain. The task might be for the Town to find something for the condominiums, address issues with neighborhoods without civic associations, as this was an overarching goal of what the Commission and staff were aiming for.

Commissioner Dodd believed, under the objectives, street lighting should be moved up in the listed priorities.

Town Manager Hoffmann reminded the Commission to consider how difficult the issue of street lighting was, and how costly it would be for the Town to install decorative lighting rather than go through Florida, Power & Light (FP&L).

Commissioner Dodd said whenever the Town was doing a repaving, it could include in the project installing streetlights wherever they were lacking.

Mayor Minnet noted the Town's residents made it clear had they did not want their taxes raised, and money was needed to cover such costs.

Vice Mayor Sasser preferred to keep goals and objectives that were considered important, even if the method by which they were to be achieved was unclear.

Commissioner Vincent understood but felt there was a need to select some that were attainable in the near future and focus on those. Thus, all the goals could be reviewed, and then at the end the Commission could identify those goals that were more of a priority and achievable.

Town Manager Hoffmann mentioned the importance of drainage and whether it should be the Town's number one infrastructure priority.

Commissioner Vincent thought drainage should be a high priority where properties were experiencing flood damage.

Town Attorney Trevarthen commented in a number of other cities over the years, she saw them adopt what was called a neighborhood bill or rights or a citizen bill of rights. It required neighborhoods to identify themselves ahead of time, establish a relationship with the Town, and when they did, there was an obligation that if an application for development came in that affected them, they would be notified.

- Goal #3: Reduce through traffic in neighborhoods where excessive. (from the Master Plan)  
Objective - Do traffic counts to determine where cut through traffic was excessive.

Town Manager Hoffmann said, based on some of the planning books she read, it would be a rare neighborhood street in the Town that carried the traffic volume that qualified as being excessive.

Commissioner Vincent indicated Washingtonia was the only east/west street other than Commercial Boulevard cars could cut through a neighborhood to get out of the Town. The only north/south equivalent was going east on Commercial and cutting through Bougainvillea to the south.

Vice Mayor Sasser remarked on the issue of density.

Town Attorney Trevarthen believed the appropriate time to look at those issues was when the Commission had to approve projects for those areas.

Vice Mayor Sasser suggested, rather than looking at cut through traffic, the focus should be on residential neighborhood traffic.

Mayor Minnet was unsure this should be a goal, as the Town already incorporated such monitoring in what it did.

Town Manager Hoffmann disagreed, stating there were other things that could be done in the design of roads. In light of the difficulties cited, she asked if the Commission preferred to remove goal three from the strategy.

There was a Commission consensus to remove goal three from the list of goals.

- Goal #4: Make non-car travel more pleasant in central Lauderdale-By-The-Sea

Commissioner Brown commented as to the first task which called for the Town to submit a resolution to FDOT. He had another idea that could be included in the same resolution; specifically, if FDOT would allow the Town to install some rumble strips on A1A approaching the intersection with Commercial Boulevard. It was a low cost solution that might help slow cars down at the intersection, and the same could be done on Commercial Boulevard coming over the bridge east.

Town Manager Hoffmann suggested the Town not ask for rumble strips at the A1A/Commercial Boulevard intersection, unless FDOT refused to do the all red.

Mayor Minnet wondered if the Town should consider hiring a lobbyist.

Commissioner Brown thought a general category could be created of improving pedestrian safety that encompassed all the proposed solutions that had to go to FDOT for approval.

Mayor Minnet agreed the Town needed to make Commercial and A1A pedestrian-friendly, so as not to deter people from using the Town parking lot, so this was a priority. She thought it would add to the Town's unique identify if there was a crossing guard at the intersection helping people across the road.

- Goal #5: Improve transit options available in the Town.
  - Tasks: Improve and expand the Pelican Hopper.
  - Widen sidewalks in commercial areas.
  - Make it more pleasant to walk the streets.
  - Improve the aesthetics of the alleyways north and south of Commercial Boulevard.
  - Develop a clearly defined bicycle lane on A1A.

Vice Mayor Sasser questioned if this should be on the list of priorities, as the current service was sufficient until the downtown improvements were complete.

Commissioner Brown felt this should not be a priority, as the whole idea of the Sun Trolley was it would drop people off in the new plaza; until there was a plaza, there was no need to focus on this item.

Commissioner Vincent added it should be worked on now, so it was ready to go when the beautification projects were finished. He indicated decorative awnings and murals could be added to the back of buildings to improve their appearance.

Town Manager Hoffmann stated the defined bicycle lane along A1A was advocated strongly by the Master Plan Steering Committee.

Mayor Minnet failed to see this as a priority at all and received consensus to remove it.

Commissioner Brown indicated the Broward MPO had plans to extend the bike lane up to Hillsboro. The Town was included in that path, so they could take care of that.

- Objective a) - Foster and further develop our unique sense of place; provide for the perpetuation of the overall low-rise pedestrian-oriented atmosphere of the southern portion of the Town consistent with the Charter

Mayor Minnet said this had to do with the Town's height limits.

Commissioner Brown remarked this was the most important priority for him, as the first task was improving the two eastern-most blocks. When those two roads were torn up, the Town's greatest responsibility was to get the projects completed as quickly as possible, and timelines needed to be set.

Commissioner Dodd suggested including in the contract certain times for working, such as from 3:00 a.m. to 10:00 a.m. to minimize disruption.

Mayor Minnet suggested setting performance goals as a motivator to complete the projects.

Town Manager Hoffmann stated on page four and five where it talked about the Commercial Boulevard Streetscape, she would add language about the timing on the project, strict management, incentives and penalties for timeliness, etc.

- Objective b) - Create a sense of arrival and identity at the A1A southern entrance to Town in the western-most block of Commercial Boulevard

Mayor Minnet thought the Town was already doing a part of the second objective.

- Objective c) - Create further awareness of Lauderdale-By-The-Sea's preponderance of Miami modern (MIMO) architecture and understanding of what MIMO was.

Mayor Minnet noted it was important for the Town to have an identity, but she was unsure everyone embraced MIMO. She felt it would be beneficial to get information out there as to what the Town had with regard to architectural design, possibly doing a walking tour.

Town Manager Hoffmann did not foresee this happening for a couple of years. She received a Commission consensus to leave it in for future reference.

- Objective d) - Create attractive public spaces on Commercial Boulevard that were distinctive and enjoyed by residents and visitors alike

Mayor Minnet commented this was a priority, as it was a part of the east and west Commercial project.

Town Manager Hoffman sought and received confirmation the improvement projects on east and west Commercial Boulevard were the Commission's priority for the present fiscal year.

Mayor Minnet added drainage projects were also a priority in the current fiscal year as well.

Town Manager Hoffmann remarked the Town had gone through a lot with regard to the design for objective "d" that covered the area from A1A to Sea Grape. Though those projects were budgeted for the current fiscal year, she questioned whether the Town could manage the project in this fiscal year. The only reason the Town would move forward was if the MPO was willing to award the Town an immediate grant to push the priority higher.

Mayor Minnet preferred to see the entire street finished, as this was a very visible block, though the funding would be a challenge.

Town Manager Hoffmann reiterated her concern about managing so many improvement projects, as there were three very big drainage projects and the streetscape projects this year.

Mayor Minnet observed there was a Commission consensus of agreement with Town Manager Hoffman on objective "d".

Town Manager Hoffmann suggested objective "d" would only be executed if the MPO awarded the Town with grant funding in the present fiscal year.

Commissioner Brown said that was doubtful for the current fiscal year.

- Objective e) - Make the Town's new brand identity easily identifiable

Mayor Minnet received a consensus this objective was already being done by the Town.

Town Manager Hoffmann informed the Commission the Town's new Pelican Hopper bus would be delivered to the wrapping company, where it would be wrapped for later unveiling. As to the second task, the way-finding signage already approved by the Commission included the Adirondack chair. Town staff met with the consultant to discuss placement and what the signs would actually say. She said one of the questions that came up was what did the Town want to call the commercial district on the signs, and staff sought the Commission's guidance. She acknowledged the Commission's desire to think more on the matter, indicating she would place the matter on the upcoming meeting agenda for more discussion.

- Goal #6: Improve the aesthetic character of public facilities and amenities.  
Objective a) - Improve the appearance of the Town Hall complex.

Mayor Minnet stated the objective was currently being implemented.

Commissioner Brown preferred to add no more money to the subject improvement. He was not opposed to adding onto the list of improvements, but not in a priority way. He wished to see the expansion of the Town public facilities, perhaps in a space downtown Lauderdale-By-The-Sea for activities not related to the Town Hall.

Mayor Minnet thought having the objective written out in black and white might not be a bad idea.

Town Manager Hoffmann clarified the improvements objective "a" referred to were: finish painting the complex and improve the landscaping in front of Town Hall, neither of which were large expenditures. Creating a public safety parking lot was also on the drawing board and that was a major improvement.

Vice Mayor Sasser wondered if the parking lot belonged in the strategy as an aesthetic characteristic of public facilities or was related to the economic vitality of the Town.

Vice Mayor Sasser believed under Goal #6, objective "a" was a priority, that is, sprucing things up, but objectives "b" and "c" were not priorities.

- Objective b - Develop an open amphitheater in El Prado Park that does not obstruct the view to the beach
- Objective c - Sponsor quality special events that residents and visitors enjoyed; achieve a certain percentage of positive ratings by residents for Halloween, Easter and Fourth of July events

Town Manager Hoffmann questioned if objectives "b" and "c" would end up in a five-year plan.

Mayor Minnet received a Commission consensus to leave objectives "b" and "c" in the Strategic Plan.

Commissioner Brown reiterated his opposition to setting numerical goals that might not be met; he wished the numbers removed. The Town had the right number of major events at present, including BugFest. Rather than create new Town-sponsored events, he preferred to wait for someone to come to the Town with an idea.

Vice Mayor Sasser agreed with Commissioner Brown, and felt it was important for the Town to have some sort of metric to reveal if an event was successful, such as BugFest or Family Fun Week. In this way, the Town could gauge if the newer events were worth having every year.

Commissioner Dodd suggested instead of saying "achieve a percentage rating", the Commission and staff could simply evaluate the events annually.

Town Manager Hoffmann asked if the Commission preferred to remove the wording "create new events" for the present.

Mayor Minnet thought it best to remove the wording, as the Town had a lot going on at present.



Commissioner Brown noticed the Town's Halloween and Easter events attracted fewer local residents, but the Fourth of July event was attended mostly by local residents.

Mayor Minnet commented the Town had a lot going on for a small community, so Town staff could concentrate on those things they knew were successful, and evaluate the events in 2013.

- Goal #9: Provide a small-town level of customer service to residents and local businesses

Town Manager Hoffmann pointed out some cities hired a university to do citizen satisfaction surveys every year, normally by telephone. The surveys were done because there was a small percentage of people that were active in their government and were vocal, with a silent majority no one heard from. She said the the surveys were done to get input from a good cross section of the community.

Commissioner Brown observed there was a general lack of interest in participating in surveys; when there was an issue of concern, the public let the Commission know.

Commissioner Dodd remarked all the input he heard had to do with the unbelievable change in attitude in Town Hall and among Town staff. Businesses used to fear coming to Town Hall in anticipation of the reception they felt they would receive. He was happy to say that situation had completely changed for the better, and this was also evidenced by the number of persons who appeared at Commission meetings to speak during public comments. The area he was concerned about was the monitoring the success or failure of many of the Town's hotels/motels.

Commissioner Vincent commended Town staff for establishing a method by which to monitor the Town's Building Department, as well as code and parking.

Town Manager Hoffmann indicated the issue of hotels/motels, the Building Department, code and parking were dealt with in the economic development section.

Mayor Minnet mentioned when discussing the issues of satisfaction and marketing events, the question was what was the role of the Town's Chamber of Commerce. She always hoped to see them have a stronger role in Town, but this had yet to materialize, despite the Town's funding the Chamber and the Visitors Center.

There was a Commission consensus to delete goal nine.

- Goal #10: Have visual elements throughout Town that emphasize our subtropical seaside location.

Mayor Minnet pointed out under this goal were tasks that were already being implemented.

Town Manager Hoffmann asked if the Commission wished to remove goal ten, as the Town did not have a lot more planned in this regard; she received a consensus to remove goal ten.

- Goal #11: Identify, preserve, protect and highlight historic buildings and structures.

Mayor Minnet thought this was already being done through MIMO, so this goal could be removed; the rest of the Commission concurred.

The Commission recessed for a brief break, then reconvened.

The discussion moved on to Goals and Tasks under the strategic theme of "Foster the Economic Vitality of the Town".

- Goal #1: Support redevelopment proposals which maintain the overall scale of the Town through proper height and bulk designs.

Mayor Minnet said height limits fell into this goal.

Commissioner Dodd sought clarification as to what was meant by bulk, wondering if it referred to units per acre or the size of the units within the development. He said repeatedly the Town should give more consideration to the outside appearance of its buildings and the setbacks. Why should an architect be told how large an individual unit should be? Town staff needed to explore how architects could be granted more freedom to do what they desired with the inside of the building, whether it came under the density, a Charter change, or within the existing code. The Town could maintain the MIMO character on the exterior of the building.

Town Attorney Trevarthen responded there were a number of elements involved, noting some that came to mind included the fact that ultimate density was not something solely controlled by the Town; it was also controlled by the County's Comprehensive Plan. The County Commission had to agree to increase density beyond that shown on the County map for areas of the Town. She noted a factor that was within the Town's control was the minimum unit size in the Town code that was substantially larger than the size being referenced, and she understood the Town already had many smaller units. They were nonconforming and were not being made to go away unless major improvements were being done to that property. She explained there were impacts here, and though she was unaware of what the prevailing rentals were for small units, she suspected they were not very expensive.

Commissioner Vincent felt the Town needed to be careful about allowing more smaller units, so called efficiency-sized units, as this would serve to drive the market down and devalue the property itself. Larger units attracted a certain price market that facilitated the maintenance of economic vitality.

Town Manager Hoffmann stated the goal under discussion was included in the draft plan because it was in the Town's Comprehensive Plan as a goal, and the language said to support such proposals. She was unclear as to what was meant by statement "support". She wondered if it meant the Town was to provide certain incentives or have such proposals fast tracked.

Town Attorney Trevarthen commented, at a basic level, support could mean Town staff recommending approval to the Commission, as the proposed development was consistent with the Town's strategic plan, Comprehensive Plan and zoning.

Vice Mayor Sasser queried if the goal advocated maintaining the overall scale of the Town through existing height and bulk designs, or was the goal advocating considering alternative height and bulk designs. The Commission needed to think more on this matter if it was to be considered as a strategy, as there should be one established around two such hotly debated items.

Town Attorney Trevarthen mentioned having spent some three hours at the Charter Review Board (CRB) meeting the previous night. What the Town had now with regard to height and bulk was more complex than many people remembered or realized. There were a number of schemes; one applied to the redevelopment of property already built up, where some buildings exceeded the height limits and the Charter preserved their ability to be taller. Thus, it was not a question that had one answer, and the Commission needed to go through a similar exercise in the near future before coming to a decision as to strategy.

Town Manager Hoffmann stated she would mark goal one for "much further discussion."

- Goal #2: Make policy decisions to attract quality commercial development along Commercial Boulevard and A1A (Comprehensive Plan and Master Plan)

Mayor Minnet wondered how to define what quality retail was, and what was within the Town's control, particularly as the Town had no Community Redevelopment Agency (CRA) or owned any property.

Town Manager Hoffmann mentioned attending the Florida Redevelopment Association Conference last October to speak to people and get feedback on the subject issue. She attended some of the sessions on retail, and it was interesting that all of them were focused on bringing in larger retail stores than the Town would consider, with many discussions on how to get chain stores, which she knew the Town had no interest in. They were offering monetary incentives, none of which struck her as applicable to the Town.

Mayor Minnet commented many variables were out of the Commission's and Town staff's control. The Commission did their best to attract residents and businesses to the Town and foster a high quality of life for local residents and businesses.

Commissioner Dodd concurred.

Town Attorney Trevarthen agreed, stating the Town Commission and staff had done the most important thing; that was to improve the public realm in a meaningful way, and that had a huge impact on businesses. The Town Commission made decisions about branding and proceeded to implement them in a way the Town would have an identity in the regional marketplace that the Town was a place to come for something different.

Mayor Minnet received a Commission consensus to remove goal two.

- Goal #3: Establish policies and programs supportive of the hotel industry in order to keep that industry as an important component of the Town's economic identity.

Objective - Discourage the conversion of tourist units to condominiums.

Mayor Minnet observed the three tasks attached to this particular objective and thought the Town as already doing the best in those areas.

Town Manager Hoffmann noted the first task was to identify additional things the Town could do to encourage hotel redevelopment. The Town had taken some steps, but it might be the time to go further.

Commissioner Vincent stated the Town Commission's hands were tied with respect to building codes, though some buildings had been allowed to exceed the allowable building height with the inclusion of elevator shafts, stairwells, etc. He believed if the Town could change the overall use of the building in a positive, constructive way, he was open to looking at something like that.

Town Attorney Trevarthen updated the Commission on the CRB's desire to propose to the Commission that solar additions permitted on rooftops would be exempt from the four-foot height limit that applied to certain roof structures. The CRB mentioned the hotel issue a number of times, and one thing they were talking about that would impact the issue was bringing the Commission a recommendation to remove the prohibition on the Town Commission not being able to change the zoning district. She noted the fact that the Town's Charter currently had limitations on "zoning for any other use" in the RM25 zone created uncertainty as to how far to go in changing things that were useless in the RM25 zone. She continued there was also a role, a part from the Charter review, the Commission could develop some zoning changes that affected those areas and put them on a ballot for a public vote.

Town Manager Hoffmann inquired if the Commission wished staff to work on identifying zoning changes that could be supportive of the hotel industry for the dais' consideration, after which the matter would go to a voter referendum. She received a majority directive from the Commission to proceed as she suggested.

Vice Mayor Sasser stated he was unsure he bought into the best way to support the hotel industry was through the some of the changes advocated. What it had the capability of doing was pulling the Town into a quagmire of combative politics that would distract the Commission from everything else. He preferred the Commission to invest its energies in finding other ways to support the Town's hotel industry, and the task for him might be to get the Hotel Association and others to come up with ideas to help. This could prove more constructive.

Commissioner Vincent hoped for everyone to become more educated as to the hotel/motel industry, whether or not it became combative, and so determine what it was possible to change.

Mayor Minnet liked the idea of bringing in a hotel expert to speak at a Town Commission meeting, as she agreed education as to what the hotel industry needed to thrive was important. She believed there needed to be a complement between them, as if the Town became a bedroom community, it would lose a very important base of funding. Even though only 15 percent of the Town's budget came from the business and hotel district, it was 15 percent more the residents would have to pay if they were not there, so a balance between the three was necessary while remaining cognizant of residents' wishes regarding height limits.

Vice Mayor Sasser thought there was sufficient common ground, in that everyone wanted to keep the hotels; it was whether the community thought height restrictions was the best way to do that and/or other actions. It might be more productive to get all the hoteliers together and get their feedback, as there was a substantial part of the Town that did not feel this was the best way to go.

Commissioner Vincent wished to direct staff to find a potential developer in the hotel industry that could look at what the Town had to offer, as far as revamping hotels, and find out why they might choose not to invest in the Town.

Vice Mayor Sasser mentioned there were a number of huge hotels that could be built to what they formerly were, but no developers were rushing in to make such an investment. It all went back to his belief that the main economic vitality of the Town was not in the hotel industry, but he was willing to explore all avenues.

Town Attorney Trevarthen said an example of something the Town could do to benefit the smaller hotels was the provision of conference facilities that the hotels would have access to. Though not zoning-based, it could make a substantial difference to the vitality of the surrounding hotels, and a hotel expert could advise the Commission if this was likely.

Mayor Minnet believed the Town had never evaluated the hotel industry in Lauderdale-By-The-Sea, and the results of such an evaluation were something she would be interested in reading.

Town Manager Hoffmann stated she would include some language related to the Town Commission and staff educating itself about the realities of the hotel industry as it applied to the Town.

- Objective c) - Clean up the appearance of existing hotels and motels; broaden the tourist market base by encouraging innovation and modernization in the type, character and appearance of local tourist, residential and business uses.

Mayor Minnet commented the Town was currently working on that objective.

Vice Mayor Sasser wondered if the Town was doing all it could or was there other things the Town could be doing more of, understanding there were limitations to such actions in most cases.

Town Attorney Trevarthen replied, with the beginning of the Hotel Inspection Program about a year ago, this was an intensive effort by the Town that stepped up and did more than was done previously. A lot of those violations were still outstanding, and only time would reveal how long it would take them to come into compliance. She saw progress in that sense, and they continued to work with staff as needed in pursuing whatever options were available.

Mayor Minnet felt unsure about the second part of the objective, as it was not possible to take further steps until the Town Commission and staff understood the potential of its hotel industry. Hence the need to bring in an industry expert to evaluate the hotels.

Town Manager Hoffmann thought the sentence referred to the tourist market base not the hotel industry, which would broaden the scope beyond the hotel industry. She was unsure what the exact meaning of the sentence was in terms of to what segment it was directed. It was a part of the Town's Comprehensive Plan. The Town had to do an evaluation and appraisal report on the Comp Plan next year. Town staff needed some direction as to what should remain and what should be removed from the strategies in the revision of the Comprehensive Plan.

Vice Mayor Sasser concurred, as it could be said that the improvements the Town planned along Commercial Boulevard facilitated opportunities to "broaden the tourist market."

Town Manager Hoffmann mentioned she would put a note to remove the subject sentence from the Comprehensive Plan when revisions were taking place.

- Goal #4: provide sufficient combination of public and private parking to support the Town's economic vitality

Mayor Minnet acknowledged this was a priority, and the Town was moving forward with the various projects as best it could.

Commissioner Brown reiterated his question as to whether the Town Commission and staff should sit back and wait for a developer to offer to build a parking lot or garage, or should the Town hire an expert to survey the Town and identify potential sites.

Town Manager Hoffmann stated this was under task "b". Under the parking strategy study, the aim was to identify all the different options to get a better sense of what was feasible; e.g., what would a developer be looking for in such a partnership with the Town.

Commissioner Brown remarked on the continuous problem of people wanting to park a block away from their destination, while there were nearby parking lots left unused.

Mayor Minnet agreed, as she always said there were parking areas that were over-utilized and others underutilized elsewhere; people did not want to walk.

Vice Mayor Sasser believed the Town should have a long term and short term parking strategy, and that should be included in the subject document. When the parking strategy was developed, it should be bifurcated from how the Town would pay to execute it, as there were a myriad of ways to fund such development.

Mayor Minnet commented the Town was currently employing short term strategies to address parking needs. It was time to devise ways to implement more long term strategies based to some extent on the success of some of the short term strategies.

Town Manager Hoffmann said her concern was with the timing; if the study was done now, a portion of it might have to be redone in two years after all the various improvements were complete.

Commissioner Dodd preferred to wait until the improvements were finished. Even in the employment of a short term strategy, the Town needed to assess the current usage of the existing parking spaces.

Commissioner Vincent observed that, people walked up to five blocks to their destination from where they parked in Delray Beach. That was a very dynamic environment, one that was possible for the Town to achieve.

Town Attorney Trevarthen concurred, stating the perspective of planning studies and theories supported the notion of the psychology of parking as dynamic. It was what happened along that walk: if people felt secure, what was there for them to look at and/or experience as they walked, etc.

Vice Mayor Sasser thought the Town needed to have the parking study done as soon as possible, as the major issue brought up with any change or improvement the Town planned was parking. With all the changes and improvements the Town was doing, it was vital to develop a parking strategy that was compatible with those changes.

Commissioner Vincent preferred to wait, stating the west parking lots might be better-utilized once the improvements were complete along Commercial Boulevard, so doing a study before those results could be seen seemed premature.

Commissioner Brown supported waiting until after the improvements were complete.

Town Manager Hoffmann said she would put a note to defer the parking strategy study until the improvements along Commercial were complete.

- Goal #5: Improve the economic vitality of the Town.

Objective a) - Develop a Town marketing strategy and implementation plan, etc. (Master Plan)

Town Manager Hoffmann commented Town staff would be bringing back a proposal to develop a cohesive marketing strategy and would bring it before the Commission for further discussion in January.

Commissioner Brown felt the key was the cost, as he could not support spending a large sum, like a quarter of a million dollars on a marketing strategy.

Town Manager Hoffmann clarified this was just to develop the strategy; the implementation would come afterwards. She could not foresee the Town spending a quarter of a million dollars on marketing.

Vice Mayor Sasser observed since the discussion was about the economic vitality of the Town, the language of goal five should be changed to reflect words more related to developing a marketing strategy. He questioned whether the Town was ready to develop such a strategy with so much going on at present.

- Objective b) - Partner with Florida Tourism Board and Broward County Visitors and Convention Bureau to promote the Town as a tourist destination

Mayor Minnet commented the Town was already finding a better relationship with the CBB at present, and she did not see how the Town could be promoted at various trade shows.

Town Manager Hoffmann said, in speaking with Nicki Grossman and her staff, it was possible to do cooperative ads but, before that could happen, the Town needed to decide on the marketing message. This should be ironed out before considering any participation in advertising.

There was a Commission consensus that the Town was currently doing a good job marketing the Town.



- Objective c) - Engage the private sector to partner with the Town to improve the economic vitality

Town Manager Hoffman stated this was where the Chamber could play a part.

Commissioner Brown wondered if the Town's Chamber ever tapped into the resources offered by the National Chamber of Commerce as to programs, strategies, etc.

Mayor Minnet indicated she did considerable research on the role of a chamber of commerce, etc., and she continued to feel disappointment in the Town Chamber's failure to come forward with more ways of supporting local businesses. The Commission needed to determine if its support of the Chamber ended with funding the Visitors Bureau. The Town made efforts to get the Chamber to do more for the Town, but it had been a difficult and unsuccessful process.

Commissioner Brown thought of inviting the president of the National Chamber of Commerce to the Town for a weekend to check out the Town and give some feedback.

Mayor Minnet questioned if anyone really knew if the Visitors Center was of any benefit to the Town's businesses and hotels.

Commissioner Vincent preferred to retain objective "c" but with no task assigned. The Town would continue to have to engage the private sector at some level, whether it was to bring the businesses together, sometimes with the help of the Chamber. He, too, was disappointed in the lack of support from the Chamber.

- Goal #6: Keep property values high by effective and timely enforcement of aesthetic codes and criminal nuisances

Objective a) Have code enforcement action target the Town Commission's priority issues, etc.

Town Manager Hoffmann explained the reason she included the prioritization of the aesthetic issues was due to some Commissioners calling Town staff to say more needed to be done in this area. Then there were other Commissioners calling staff and asking why we were harassing people over what they considered a minor violation. Thus, she sought direction from the Commission as to whether they considered aesthetic-type code violations a priority of the aesthetic issue.

Mayor Minnet said she was one of those who called a lot about aesthetic issues she saw around the Town.

Commissioner Vincent thought there should be no issue from the Commission as to why Town staff was "bothering" someone or not. Either the Town had ordinances and codes or it did not; if it did, either the property was in violation or it was not. There

should be no grey areas. He thought they were doing a great job, and appreciated enforcement on a one-on-one basis, exercising discretion.

Town Manager Hoffmann asked if the Town Commission was happy with the job code enforcement staff was doing on the aesthetic issues. If they were, then goal six could be removed.

Mayor Minnet felt this was a very important issue and wished the Town could hire one more code officer.

Vice Mayor Sasser stated he was pretty happy with the work they were doing. He had no wish, however, to cultivate a rigid environment whereby residents were being penalized, for example, if they left their garbage can out an hour past the deadline.

Town Manager Hoffmann received a Commission consensus to remove goal six, objective a.

- Objective b) - In cooperation with the Chief of Police, bring cases forward under the Town's nuisance abatement ordinance

Mayor Minnet thought this was very important.

Town Manager Hoffman stated one of the issues was the legal need to demonstrate, that there was a nexus between the illegal activity and the management or owner of the property. This was creating some challenges for the police, but they continued to work on it.

- Objective c) – Town's Building Services' contractor to meet contract performance standards.
- Objective d) - Provide 90% of construction inspections within 1 working day.

Mayor Minnet indicated she only heard positive things about CAP; overall, it was a good transition.

Town Manager Hoffmann explained the objectives reflected the performance requirements in the CAP contract and Town staff needed to monitor those to ensure they were performing as required.

- Objective e) - Streamline the Town's site plan review process.

Town Manager Hoffman stated Town staff were just beginning to have some of redevelopment proposals come forward and, as they went through them, they would assess if the Town's process was efficient, not only in the way staff handled it, but in the way the code was set up.

Town Attorney Trevarthen noted she spoke with Town Planner Connors earlier in the day and, over the last year or two, staff mentioned there was a need to look not just at the site plan process but, generally, development review procedures. Ms. Connors noted, and she concurred, that in a year or two the Town would see more volume, so the time to get those in order and to make sure the Town's procedures worked was before the volume increased.

Mayor Minnet thought this objective was a priority, as did the other members of the dais.

- Goal #7: Improve the overall physical appearance of the Town's business and seasonal residential areas. (Comprehensive Plan objective)

Town Manager Hoffmann said she assumed they were considering Bougainvillea, A1A, El Mar and Poinciana the primary seasonal residential areas.

Mayor Minnet commented the Town's population was 6,000 year round and that amount increased to 12,000 during the season.

Vice Mayor Sasser thought the goal applied to the whole Town.

Town Manager Hoffmann remarked, looked at in that light, the goal was to improve the overall physical appearance of the Town.

Mayor Minnet felt the Town was already working on this goal, and she did not see this as a priority.

Commissioner Vincent thought there was some redundancy with other goals.

Mayor Minnet thought the goal was somewhat ambiguous for what the Town was doing.

Town Manager Hoffmann received a Commission consensus the three tasks were important but were already covered under other goals.

The Commission then discussed the Goal and objectives related to the redevelopment of the Basin Drive area.

She mentioned the goal was in the Town's Master Plan. People always discuss this as a goal, but nothing ever is done. The marina was for sale right now; three years later someone might ask why the Town failed to purchase it.

Commissioner Vincent said, once the Basin Drive property was purchased, what was the Town to do with it? A long term objective and goal had to be devised as to what could be done with that area.

The Town Manager stated she had looked at all the old drawings and the plans which called for construction of a new canal connecting Basin to Commercial, which would be almost impossible to permit and costly. If all the other Town projects were completed and everything was in perfect running order, the Town might focus on developing the subject site. She could not envision anything happening within the next five years. She asked if she should remove it from the strategic plan; she received a Commission consensus to leave it in the plan, but it was of low priority.

Mayor Minnet believed it better to leave it in for the economic revitalization of the area, so anyone that purchased the property knew the Town felt this to be a viable area. She went on to stated there were policies in the Comprehensive Plan on which Town Manager Hoffmann needed some direction from the Commission.

- Policy 10.3.3

Town Manager Hoffmann reminded the Commission they had discussed last winter the sign code was amended whether there should be an amortization period, by which time everyone had to comply with the new code.

Town Attorney Trevarthen commented it was a very important question about what the future community would look like. Should everyone conform or could the nonconforming signs remain as is within the scope of the nonconforming rules. Some would see the latter as a benefit, while others might feel it to be a detriment with their being less compliance with the code.

Town Manager Hoffmann stated it was taken out of the ordinance last winter, as the Town lacked the staff time to go through the review and identify every sign out of compliance.

Commissioner Vincent wondered if it should be a priority.

Commissioner Dodd answered no, and he had no desire to create a cookie cutter community.

Mayor Minnet concurred, as long as the signs were properly maintained. She enjoyed seeing the quirkiness of the Town.

- Economic development

Town Manager Hoffmann said the above policy should be removed from the Comprehensive Plan, as it was not possible.

Town Attorney Trevarthen felt the policy was a work program for the Planning & Zoning (P&Z) Board, and they could be asked to think about the facts and/or question.

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Town Manager Hoffmann determined item c would be removed and the others would stay on the list but were not a priority.

Commissioner Dodd was interested in the maximum lot coverage, lot area, etc.. The Commission should be vetting that; it should be sent to the P&Z Board for discussion.

- Commercial land uses should be limited to 25-foot lots, and three stories for 50-foot lots

Town Manager Hoffman stated this was in the Comprehensive Plan.

Town Attorney Trevarthen added it was in the Town code as well. She mentioned one thing the Commission might consider was that the Town's Charter height limits differed from these height limits, and the language referred to the commercial land uses and business zoning district. The Commission retained control over those despite never using that control to change the zone height limits.

- Economic development - implement the Block 15 Planning Study

Town Manager Hoffmann inquired if the Commission knew what the Block 15 Planning Study was.

Vice Mayor Sasser observed the figures did not add up.

Town Attorney Trevarthen recalled, under the County Land Use Plan, hotels were a two to one ratio to residential units.


Town Manager Hoffmann suggested Town staff be permitted to do further research into the Block 15 Planning Study.

### 3. ADJOURNMENT

With no further business before the Commission, Mayor Minnet adjourned the meeting at 9:21 p.m.

  
\_\_\_\_\_  
Mayor Roseann Minnet

ATTEST:

  
\_\_\_\_\_  
Town Clerk

3/19/13  
Date